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<b>14. ABSTRACT</b>  In many countries, achieving recruitment goals becomes increasingly challenging. At the same time, the Military is facing an important loss of often highly qualified personnel who choose to leave. This has become a major concern to military commanders as is illustrated by the fact that in some NATO countries, up to 50% of the recruits do not complete their first tour. The recruiting and retention (R&R) problem can be related to a variety of causes including:  - The situation on the labour market (demographics, economics,...).  - The correlation between prevailing values in society and in the Military organizational culture.  - The content of the jobs (job content, wages, organizational climate, operations, geographical mobility, promotion system,...).  - The management of the major processes of recruitment, selection and classification, turnover and retention.					
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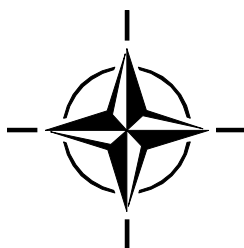
RTO EDUCATIONAL NOTES

EN-HFM-180

## **Strategies to Address Recruiting and Retention Issues in the Military**

(Stratégies pour aborder les questions de recrutement  
et de fidélisation dans les armées)

The material in this publication was assembled to support a Special Course under the sponsorship of the Human Factors and Medicine Panel (HFM) presented in Ottawa, Canada on 5-6 October 2009; in Amsterdam, Netherlands on 22-23 October 2009 and in Ankara, Turkey on 26-27 October 2009.



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# The Research and Technology Organisation (RTO) of NATO

RTO is the single focus in NATO for Defence Research and Technology activities. Its mission is to conduct and promote co-operative research and information exchange. The objective is to support the development and effective use of national defence research and technology and to meet the military needs of the Alliance, to maintain a technological lead, and to provide advice to NATO and national decision makers. The RTO performs its mission with the support of an extensive network of national experts. It also ensures effective co-ordination with other NATO bodies involved in R&T activities.

RTO reports both to the Military Committee of NATO and to the Conference of National Armament Directors. It comprises a Research and Technology Board (RTB) as the highest level of national representation and the Research and Technology Agency (RTA), a dedicated staff with its headquarters in Neuilly, near Paris, France. In order to facilitate contacts with the military users and other NATO activities, a small part of the RTA staff is located in NATO Headquarters in Brussels. The Brussels staff also co-ordinates RTO's co-operation with nations in Middle and Eastern Europe, to which RTO attaches particular importance especially as working together in the field of research is one of the more promising areas of co-operation.

The total spectrum of R&T activities is covered by the following 7 bodies:

- AVT Applied Vehicle Technology Panel
- HFM Human Factors and Medicine Panel
- IST Information Systems Technology Panel
- NMSG NATO Modelling and Simulation Group
- SAS System Analysis and Studies Panel
- SCI Systems Concepts and Integration Panel
- SET Sensors and Electronics Technology Panel

These bodies are made up of national representatives as well as generally recognised 'world class' scientists. They also provide a communication link to military users and other NATO bodies. RTO's scientific and technological work is carried out by Technical Teams, created for specific activities and with a specific duration. Such Technical Teams can organise workshops, symposia, field trials, lecture series and training courses. An important function of these Technical Teams is to ensure the continuity of the expert networks.

RTO builds upon earlier co-operation in defence research and technology as set-up under the Advisory Group for Aerospace Research and Development (AGARD) and the Defence Research Group (DRG). AGARD and the DRG share common roots in that they were both established at the initiative of Dr Theodore von Kármán, a leading aerospace scientist, who early on recognised the importance of scientific support for the Allied Armed Forces. RTO is capitalising on these common roots in order to provide the Alliance and the NATO nations with a strong scientific and technological basis that will guarantee a solid base for the future.

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# **Strategies to Address Recruiting and Retention Issues in the Military**

## **(RTO-EN-HFM-180)**

### **Executive Summary**

The aim of NATO nations' militaries is to be fully operational while undergoing a constant process of change. To achieve this goal, it is important to be able to recruit qualified personnel and retain those who have accumulated critical military experience. In many countries, achieving military goals has become increasingly challenging. At the same time, forces are facing an important loss of often highly qualified personnel.

The goal of this technical course was to foster a true understanding of the mechanisms that influence recruitment and retention outcomes. This had been accomplished by examining theoretical models for military recruitment and retention that were developed during the HFM 107 Research Task Group (RTG) 034. In addition, specific issues with great influence on recruitment and retention of military personnel will be explored. Practical recommendations on how to minimize or overcome area-specific R&R problems were discussed.

# **Stratégies pour aborder les questions de recrutement et de fidélisation dans les armées**

**(RTO-EN-HFM-180)**

## **Synthèse**

L'objectif des forces armées des nations de l'OTAN est de rester pleinement opérationnel tout en subissant un continu processus de changement. Pour atteindre cet objectif, il est important d'être capable de recruter du personnel qualifié et de retenir le personnel ayant acquis une sérieuse expérience militaire. Dans de nombreux pays, il est devenu de plus en plus délicat d'atteindre les objectifs militaires. Au même moment, les forces doivent faire face à une fuite importante de personnels souvent hautement qualifiés.

L'objectif de ce stage technique est de faciliter une véritable compréhension des mécanismes qui influent sur les résultats du recrutement et de la fidélisation. Ceci se fera en examinant les modèles théoriques sur le recrutement et la fidélisation qui ont été développés par le groupe de recherche opérationnel (RTG) 034 HFM 107. De plus, des questions spécifiques ayant une grande influence sur le recrutement et la fidélisation du personnel militaire seront mises à l'étude. Des recommandations pratiques sur la manière de minimiser ou de surmonter les problèmes spécifiques « Recrutement et Fidélisation » seront également débattues.

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